SYNCHRONICITY

Open Call - Manchester Priorities
Sustainable Mobility

City Centre Transport Strategy Update

Jonathan Marsh, TfGM
City Centre Transport Strategy Update

Jonathan Marsh, TfGM
Core City Centre

Wider City Centre

Key:

Core City Centre

Wider City Centre

- University of Salford
- Salford Central Station
- St Peter's Square
- Oxford Road Station
- Piccadilly Gardens
- Piccadilly Station
- Victoria Station
- Greengate
- Etihad Stadium
- University of Salford
- Central Manchester University Hospitals
- Salford Quays / Media City
- New Bailey
- Oxford Road Station
- University of Manchester
A strategy for people and places

**Theme 1:**
Promoting a healthy and liveable city centre

- A legible and permeable city centre
- A safe and secure environment in which active travel modes predominate
- A city with high quality public realm
- A low emission centre

**Theme 2:**
Ensuring connectivity within an expanded city centre

- A transformed wider city centre area fully integrated with the wider city region
- Severance impacts of major infrastructure minimised

**Theme 3:**
Supporting a growing and moving 2040 city centre economy

- Delivering a Northern Powerhouse economy
- Increased public transport capacity and connectivity.
- Supporting a 24/7 and visitor friendly economy
- A city centre that embraces innovation
Future Challenges – Future City Street Design

- Kerbside space eg EV charging points, flexible space
- AVs / CAVs
- Wayfinding
- Servicing and deliveries
- New mobility systems
- Move more people with less vehicles
- MaaS
- Influencing travel behaviour
- Data and monitoring of people movement
Citizen Engagement
Key Focus for the Open Call

- How people interact with their communities and places?
- Where are the hot-spots for people on a day to day basis?
- How can we understand what makes those places popular?
- How can we monitor changes?

For example: Manchester tested the use of mobile phone data to look at visits to the Christmas markets, looking at pings in Albert Square and then where those handsets were 24 hours and 7 days before and after the visit. Could we do something similar across the whole city but at a fine level of granularity to allow local insight, looking for patterns (i.e. the typical flows within say a 7 day period) and then monitoring changes from the norms?
Data and insight

Currently organised around four key activities:

• Supporting system design
• Supporting service delivery
• Supporting case working
• Providing accountability / transparency
Data and insight - opportunities

Although a lot is already happening there are some fundamental requirements to ensure that these approaches can continue and evolve to meeting ongoing demand.

• **Data (inc Quality)** – supported by the Information Strategy.  
  *Focus on three pillars (security, governance, analysis)*

• **Tools (inc ICT)** – supported by the ICT Strategy.  
  *Connection between ICT development roadmap, and ongoing assessment of the right tools to support our core questions*

• **Skills** – supported by the Our People Strategy.  
  *A need to develop our workforce to undertake (i.e. research & data science skills) and facilitate (i.e. information governance) analysis*

• **Ways of Working** – supported by the Corporate Strategy and Our Manchester approach  
  *The insight generated needs to be able to feed directly into policy and delivery decisions*
Understand the whole population

1. State of the City
2. Joint Strategic Needs Assessment
3. Population Modelling
4. Resident Personas
5. Resident Engagement and Consultation
6. Market Profiling (City Policy)
Positioning Reform into the wider context

Complex Families a small part of the whole population

H&SC Population

Small proportion of population require high intensity support
Understanding People & Place

- Transient Places v Support Stability
- High Council Tax Turnover
- Complex Families
People Classification (Mosaic)

- Where typologies focus on the characteristics of a place, the Mosaic data describes the characteristics of the residents.
- The Mosaic data here was used to support the development of broader Resident Personas.
- Enabling us to better target and deliver messages in ways that our residents are most likely to engage with.
Programme Geographies

- The maps highlight the varied geographies and coverage across programmes and services currently.
- The map on the left shows the new ward boundaries.
- The map on the right shows the INT geographies.
- Both have the place based approach and INM areas overlaid.
- A PDF has been provided as a separate annex 2 (includes overleaf).
Same challenges, different lens

We can look at our residents and communities as people and places, but it’s also interesting to look at them through different organisational lens. The illustration below shows how the distribution of Domestic Abuse can be interpreted differently.

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<tr>
<th>Ward</th>
<th>DISTRICT</th>
<th>MARACs</th>
<th>Offences Victims</th>
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Specialist | GMP | Childrens | Adults | Families

18
Troubled Families evaluation in Spring 2017 provided the strongest evidence yet of the sustained improvements in the lives of 1,400 families, on a wide range of indicators:
Common approaches and lessons learnt

Insight & Evaluation

Based on Business Cases:
- Process Review
- Monitoring Outputs
- Performance Management
- Contract Management
- Stakeholder Engagement

Based on Theory of Change:
- Are expected outcomes being achieved?
- Are the processes working as intended?
- Is there evidence to suggest a causal link?
- Are delivery models financially sustainable?

Outcomes & Impacts

Insight & Evaluation

- Impact of Behaviours
- Impact of Principles

Design, Strategy & Theory
- Our Manchester
- Implementation & Processes

Outcomes & Impacts

Early Help
- Evaluated in 2015, showed Good Outcomes and Business Case, but also Process Opportunities.
- Informed Service Planning

Early Years
- Tracking Outputs since 2015: Applied Learning through Implementation Group. First analysis Outcomes to take place in July’18

Health & Social Care
- Extensive Analysis to inform and test Business Cases over last 2 years and Evaluation Framework Agreed and being implemented

Children’s Services
- Extensive Analysis to inform Service Design over last 4 years, Inc: Edge of Care, Commissioning plus Evaluation of new models, Inc: MHT, 505, Safe & Together

Working Well
- Evaluation lead by GMCA but MCC co-designed the approach to align with our overall approach. Evaluation outputs feeding into programme design

Industrial Strategy
- Manchester’s Industrial Strategy is currently in development. Monitoring and evaluation will be an important aspect and processes will be developed

Some of the overarching findings from our Insight & Evaluation work to date have included:
- Our Strategic thinking and policies are normally well informed with a range of evidence, mitigating the risks associated with new ways of working.
- Our implementation of new ways for working is often incremental and sometimes ad-hoc, therefore meaning that outcomes at scale are delayed or reduced.
- Behaviours are varied and the connection between Strategy and Delivery is sometimes fragmented, leading to inconsistency and reduced impact.
- Integration is a difficult thing to evidence, some strong examples of benefits from integrated assessments, less on clear on delivery behavour.
- Our Programmes are not one size fits all, and often the answer isn’t a simple pass or fail, but rather a range of impacts depending on context.
- All of the insight & evaluation pieces to date show a real or expected Financially stable return on investment.
Opportunities to work together

1/ **Understanding complex pathways**, recognising that there might not be fixed patterns, but there could be solutions to monitor the stocks and flows through a system - Social Work, H&SC, Worklessness, etc

2/ **Understanding longitudinal outcomes**, using national data to understand how current cohorts got to where they are, and how that might apply to future demand - Early Years, Early Help, etc.

3/ **Understanding resident perception / whole population**, how can we listen, capture, understand and respond to multiple channels - OM Resident Survey, Synthetic Places, etc

4/ **Understanding the connection between people and place**, how do people affect a place and how do places affect people, plus how does this affect personal decisions about where to live - Complex Families, Neighbourhood Typologies, Asset Mapping, etc.
Annex 1: Using Data and Insight to support this agenda
A specific enabler underpinning this work relates to data, insight and intelligence, and the next few slides provide a brief update of:

1. Where we currently are (current landscape)
2. Where we need to be (requirements)
3. What we need to do (opportunities)

If bringing services together for people in places is to underpin reform and the ways in which we design and delivery our responses, then our data analytics and systems need to do the same.
Current Landscape

There is already a lot of data and analytics taking place across Manchester, we can describe these under four main types of activity.

1. Supporting system design
2. Supporting service delivery
3. Supporting case working
4. Providing accountability / transparency
(1) Supporting System Design

In order to design effective policy / service responses access to insight and understanding is critical. The Council has worked with a number of stakeholders over the last few years to provide both quantitative analysis and qualitative engagement support in this area.

Examples include:

- Early Help
- Early Years
- Homelessness
- Care Leavers
- Health & Social Care Transformation
- Population Profiling
- Resident Attitudes / Perception
- Neighbourhood Typologies
- Market Shaping / Modelling
Illustration 1 - Early Help

Extensive analysis of the characteristics of both service users & service delivery

Understanding where support is needed (i.e. individual demands)

How support can be constructed (i.e. identifying the overlaps/crossover)
(2) Supporting Service Delivery

Data and insight can also play a critical part on more localised case / resource planning, however this is an area where our approaches are less consistent then our support for policy development.

The introduction of the iBase (data warehouse) system in 2012 to support research and analysis tasks quickly highlighted the benefits that bringing data together from various places and systems can have on service delivery.
Illustration 2 – Compare Youth Justice & Social Care

This example is an illustration of how 14 boys who are all being supported appropriately / robustly as individuals, are actually part of a single network of events. Therefore enabling the service to assess if there are wider opportunities to work with these boys, beyond the one to one support they are currently receiving.
(3) Supporting case working

There are obviously also benefits of joining up data, insight and understanding at the individual case level. The work around iBase also provides a good illustration of how this can add value.

This however this can’t simply be a case of data driven / system led decisions, but rather providing a way that data can empower all our frontline professionals to make the best decisions they can.
Illustration 3 – Understanding Families

This example shows how a case allocated to worker (Family A) has a set of complex issues, however by connecting our data and insight, alongside conversation / review, we’re can enable that worker to see that there are some wider extended family factors that may be affecting a family.

Connections to support Case Work
(4) Providing accountability / transparency

Manchester has invested in performance monitoring and evaluation in a fairly significant way over the past few years, and has produced a series of high quality impact and process analyses.

This has involved using a range of quantitative and qualitative approaches, working with service areas to design, implement and test hypotheses.

There is a need however to better share and combine learning from these evaluations, to gain maximum insight around our reform priorities.
Illustration 4 – Evaluation of Troubled Families

This example shows how tracking 5,000 families through our Early Help functions over the past 6-years has provided us with insight to support our service responses. The analysis shows the benefits from our inputs, how long our input is required for, and that there is a lot of variation in the types of families requiring EH.
Requirements

Although a lot is already happening there are some fundamental requirements to ensure that these approaches can continue & evolve to meeting ongoing demand.

• Data (inc Quality) – supported by the Information Strategy
• Tools (inc ICT) – supported by the ICT Strategy
• Skills – supported by the Our People Strategy
• Ways of Working – supported by the Corporate Strategy and Our Manchester Approach
Requirements

In terms of data there is a focus on three pillars (security, governance, analysis).

In terms of tools there is a connection between the ICT development roadmap, and ongoing assessment of the right tools to support our core questions.

In terms of skills there is a need to develop our workforce to undertake (i.e. research & data science skills) and facilitate (i.e. information governance) analysis.

In terms of ways of working the insight generated needs to be able to feed directly into policy and delivery decisions.
Opportunities

There are significant opportunities to join up both projects and skills development by connecting into partnerships already have:

• **International** – CityVerve, Academic Partnerships, Private Sector Partnerships (via DUG), ICT Partnerships…

• **National** – ONS, ONS Data Science Campus, MHCLG, DWP Digital, HMRC Digital, Public Health England, The Children’s Society, Behavioural Insights Team, Academic Partnerships, Core Cities…

• **Regional** - GMCA (GM-Digital, GM-Connect, GM-Research), GMP, GMFRS, TfGM, 10x GM LAs, NW Performance Groups…

• **City** – The University of Manchester, Manchester Metropolitan University, Data Sciences Commissioning Framework, VCS Collaboration, OpenData Manchester, Residents…
Environment & Wellbeing

Synchronicity Open Call: Climate Adaptation

Jonny Sadler
Programme Director
Manchester Climate Change Agency
Overview

- Climate change risks – EU cities
- Climate change risks – Manchester
- Responding with Green Infrastructure
- The challenge
Key observed and projected climate change and impacts for the main biogeographical regions in Europe

Arctic region
- Temperature rise much larger than global average
- Decrease in Arctic sea ice coverage
- Decrease in Greenland ice sheet
- Decrease in permafrost areas
- Increasing risk of biodiversity loss
- Some new opportunities for the exploitation of natural resources and for sea transportation
- Risks to the livelihoods of indigenous peoples

Atlantic region
- Increase in heavy precipitation events
- Increase in river flow
- Increasing risk of river and coastal flooding
- Increasing damage risk from winter storms
- Decrease in energy demand for heating
- Increase in multiple climatic hazards

Mountain regions
- Temperature rise larger than European average
- Decrease in glacier extent and volume
- Upward shift of plant and animal species
- High risk of species extinctions
- Increasing risk of forest pests
- Increasing risk from rock falls and landslides
- Changes in hydropower potential
- Decrease in ski tourism

Coastal zones and regional seas
- Sea level rise
- Increase in sea surface temperatures
- Increase in ocean acidity
- Northward migration of marine species
- Risks and some opportunities for fisheries
- Changes in phytoplankton communities
- Increasing number of marine dead zones
- Increasing risk of water-borne diseases

Boreal region
- Increase in heavy precipitation events
- Decrease in snow, lake and river ice cover
- Increase in precipitation and river flows
- Increasing potential for forest growth and increasing risk of forest pests
- Increasing damage risk from winter storms
- Decrease in crop yields
- Decrease in energy demand for heating
- Increase in hydropower potential
- Increase in summer tourism

Continental region
- Increase in heat extremes
- Decrease in summer precipitation
- Increasing risk of river floods
- Increasing risk of forest fires
- Decrease in economic value of forests
- Increase in energy demand for cooling

Mediterranean region
- Large increase in heat extremes
- Decrease in precipitation and river flow
- Increasing risk of droughts
- Increasing risk of biodiversity loss
- Increasing risk of forest fires
- Increased competition between different water users
- Increasing water demand for agriculture
- Decrease in crop yields
- Increasing risks for livestock production
- Increase in mortality from heat waves
- Expansion of habitats for southern disease vectors
- Decreasing potential for energy production
- Increase in energy demand for cooling
- Decrease in summer tourism and potential increase in other seasons
- Increase in multiple climatic hazards
- Most economic sectors negatively affected
- High vulnerability to spillover effects of climate change from outside Europe

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<td>Reduced accessibility</td>
<td>Blocked roads and rail</td>
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**Note:** The examples are not exhaustive and they may not be relevant for all cities.
Box 2.3 Examples of economic impacts of catastrophic events

The 2002 flooding in Dresden (Germany) caused about EUR 80 million worth of damage to community services alone. The damage to flood protection infrastructure cost an estimated EUR 300 million. Damage to agriculture and forestry is estimated at about EUR 45.6 million. Flooded public and private buildings suffered several more millions of euros’ damage.

The 2014 flash flood in Genoa (Italy) caused damage to buildings and their contents of approximately EUR 100 million, according to estimates by the CIMa Foundation, and exposed 12 710 residents to risk.

In August 2014, a cloudburst in Malmö (Sweden) caused damage in excess of SEK 250 million (EUR 26 million) in immediate insurance claims and over SEK 100 million (EUR 10 million) in clean-up costs for the city. In insurance claims alone, that single flood accounted for approximately one third of the annual costs from flooding in the city. We still do not know the total costs. One year after the event, insurers had yet to process hundreds of claims.

Photo: © Landeshauptstadt Dresden, Umweltamt

Common risks:

1. Increased flooding and flood risk
2. Increased heat stress and heat stress risk
Manchester
The Challenge – 10% increase in urban GI

http://urbanwater-eco.services/project/demo-area-manchester/
The Challenge – funding
The Challenge – summary

1. Funding for delivering and maintaining green infrastructure, through:
2. Project pipeline of sufficient scale to:
   • increase urban GI by 10%, and
   • attract investment
3. Business models & funding to deliver and maintain the pipeline – underpinned by understanding of economic benefits
4. Post-delivery monitoring & validation of project performance i.e. economic benefits achieved & return on investment
Further Information

Business in the Community pilot

• http://naturalcourse.co.uk/uploads/2018/05/Natural-Course-Case-Study-Water-Resilient-Cities-v3.pdf

Mapping Ecosystem Services

http://urbanwater-eco.services/project/demo-area-manchester/

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